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Part two: biennial programme plan

Programme 26
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A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: to coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems (ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification (ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year)

(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

26.2 To accomplish its objectives and bearing in mind the limitations imposed by Member States on their national civil service, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

26.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of and shall be responsible to the General Assembly and similarly to the competent legislative organs of its participating organizations.

26.5 On the basis of its statute, the Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The first and second are submitted in its annual report, published as a supplement through which the Unit reports on its performance, which is assessed by the General Assembly.

26.6 In accordance with article 19 of its statute, the Unit shall be assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

26.7 As established in the follow-up system of the Joint Inspection Unit and endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations included in those reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and

analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific with regard to actions to be taken, and those responsible for taking actions, so that implementation and resulting impact can be clearly tracked, that is, according to SMART (specific, measurable, attainable, relevant and time-bound) mandates. The Joint Inspection Unit secretariat has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued, for disclosure in the annual report of the Unit.

26.8 In view of the above, the present strategic framework reflects how the secretariat of the Joint Inspection Unit supports the work of the Inspectors and, as such, it focuses on measuring the performance of the secretariat. It should be recalled, however, that in accordance with General Assembly resolution 63/272, oversight is a shared responsibility of Members States, the organizations and the internal and external oversight bodies.

26.9 The expected accomplishments of the secretariat described below have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (see A/63/34 and Corr.1), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272.

Objective of the Organization: to improve the management, implementation, utilization and follow-up of the Joint Inspection Unit recommendations, ensuring optimum use of available resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions which improve the efficiency, effectiveness and relevance of the subprogrammes/programmes	(a) (i) Increased rate of acceptance of system-wide recommendations by participating organizations and by the legislative organs aggregated over the previous four years (ii) Increased rate of implementation of system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous four years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of reports of the Unit and their recommendations by their respective legislative organs	(b) (i) Increased number of organizations that have established follow-up system on Unit reports, notes and their recommendations (ii) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the new online tracking system

(c) Increased awareness of the management issues raised in reports of the Unit	(c) Increased number of visits to the Unit website

Strategy

26.10 During the biennium 2012-2013, the work of the Joint Inspection Unit is expected to benefit further from the results of the reforms implemented throughout the previous years. In its report for 2008 and programme of work for 2009 (A/63/34 and Corr.1), the Unit outlined a five-pronged strategy which will determine the way the secretariat approaches its work: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work as well as by staying abreast of major developments in key reform areas relevant to the work of the Organization. As requested by Member States, the programme of work will continue to focus on system-wide issues and will strive to be consistent with strategic priority areas; in addition, the secretariat will ensure timely filling of the investigations post so as to allow the Unit to respond to requests for investigations; (b) the strengthening of the follow-up system on the implementation of recommendations through the development of a web-based tracking system and more proactive follow-up by the secretariat staff; the development of key knowledge management strategies so as to ensure better use of Joint Inspection Unit products; (c) the systematic and periodic review of the management and administration of participating organizations. This should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations. Such agency-specific reviews will also allow the Unit to identify system-wide and systemic issues that need to be addressed in thematic reviews and evaluations. The secretariat staff act as focal points so as to monitor events and developments in participating organizations; (d) the development of a peer review mechanism for the Unit's activities so as to ensure that the work of the Unit is based on state-of-the-art developments in the fields of evaluation, inspection and investigations. This will be coupled with greater engagement and interaction with other oversight bodies such as the Board of Auditors, the Office of Internal Oversight Services and the Independent Audit Advisory Committee, the United Nations Evaluation Group and the Representatives of Internal Audit Services; and (e) the enhancement of evaluation staff capabilities through appropriate training programmes in relevant areas of interest to the Unit. The strategic focus for this training will be on evaluation methodologies and investigation techniques but also in key reform areas of interest for the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.11 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system organizations in accordance with their respective mandates and in response to decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General

and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-Level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-Level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative, management and security and safety issues with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits. In 2008, the United Nations Development Group became the third pillar of CEB, responsible for the coordination of country-level development operations.

26.12 In the biennium 2012-2013, CEB will continue to strengthen its integrated approach among its high-level committees. The Board will focus on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements. To this end, CEB will ensure greater coherence among the organizations of the system. It will place at the centre of its efforts: deepening the understanding of and fostering joint responses to global challenges, such as those related to climate change, the global food security crisis, eradication of poverty and safety and security issues; achieving an inclusive, purposeful mobilization of all resources and capacities and enhancing knowledge-sharing; and helping to increase transparency and accountability. The Board will also strengthen the support of the system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of both climate change considerations in the work of United Nations system organizations and a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will also continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. The Board will also continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, including by enhancing system-wide support for an effective and unitary security management system.

26.13 In the programme area, CEB, through its High-Level Committee on Programmes, will continue to promote joint action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. Special attention will, in the same context, be given to aligning the efforts of the United Nations system organizations in support of intergovernmental reviews and monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. The High-Level Committee on Programmes will, at the same time, seek to take a proactive role in scanning and identifying emerging programme issues requiring a system-wide response, and in developing joint approaches on such priority issues as climate change in the context of sustainable

development, food security, the impact of the financial and economic crisis on development and post-crisis recovery.

26.14 CEB, through its High-Level Committee on Management, will continue its work for the enhancement of the United Nations system-wide security management system so as to provide for improved safety and security for United Nations system personnel, premises and assets. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in harmonizing human resource management practices consistently with recent reforms approved by governing bodies of member organizations; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, harmonized business practices and improved platforms for knowledge-sharing. In the area of human resources management, the focus will be on enhanced collaboration with ICSC and on the harmonization of human resources practices and procedure, especially with respect to staff working outside headquarters. In the financial and budgetary areas, the main emphasis will be placed on supporting the implementation of the International Public Sector Accounting Standards (IPSAS) throughout the system, and on furthering the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments in information and communications technologies, especially through common services and the identification of common best practices in the implementation and usage of enterprise resource planning systems. Through the High-Level Committee on Management, CEB will give special attention in the biennium 2012-2013 to finalizing the implementation of the High-Level Committee on Management Plan of Action for the Harmonization of Business Practices. It will also seek to promote further initiatives to facilitate access to the United Nations system information by Member States and the general public.

26.15 The work of the CEB secretariat will be structured to ensure the efficient and effective provision of support services in connection with its major functions: (a) facilitate a more regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat would provide such an information-sharing service on which all could draw, supporting an enhanced capacity for knowledge-sharing system-wide, as financial statistics, personnel statistics, headcounts of field staff as well as policies and practices; (b) promote further initiatives to facilitate access to United Nations system information by Member States and the general public; (c) ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (d) support the Board in developing the structure, content and organization of its sessions in a flexible manner, responding to evolving needs; (e) develop analysis and information to assist CEB to have greater clarity on issues related to duplication and overlap of activities in specific areas, and assist the Board in developing a system-wide methodology for different agencies operating on the same issue; and (f) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, including through facilitating the participation of executive heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of coordinated initiatives by the United Nations system developed by CEB as a coherent system-wide approach in direct response to global challenges
	(ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-Level Committee on Management, the High-Level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations
(b) Enhanced coherence, efficiency and cost effectiveness of the United Nations system of organizations	(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-Level Committee on Management and its functional Networks (finance and budget, human resources, information and communications technology, procurement) to ICSC initiatives, staff management issues, financial and budgetary matters
	(ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) (i) Number of actions taken to enhance system-wide knowledge-sharing through additions and enhancements to knowledge repositories and tools (web- or paper-based)
	(ii) Number of ICT standards endorsed by agencies based on industry best practice and institutional needs as well as the strategic direction developed through system-wide consultation
(d) Progress towards adoption of IPSAS by United Nations system organizations	(d) (i) All information on IPSAS standards is provided on time for consideration by United Nations system organizations
	(ii) All information on the progress of IPSAS adoption by United Nations system organizations is reported on time to Member States

Strategy

26.16 During the biennium 2012-2013, the high-level committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to the promotion of global, regional and country-level coherence within the work of the United Nations system, and management and administrative issues to enhance the capacity of the organizations by the coherent and coordinated use of resources, capacities and knowledge. The High-Level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherent and effective guidance with regard to country-level operations. As necessary, the Committees will draw on inter-agency networks, task forces and clusters to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-Level Committee on Management, through its functional networks dealing with finance and budget, security, human resources, information and communications technology, procurement, legal, and medical-related issues, will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, premises and assets, including by strengthening the United Nations system-wide security management system; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all areas of management, including human resources, procurement, security, finance and budget management, and legal and medical issues. In the area of information and communications technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communications technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems; information and communications technology governance, best practice and business case development, service sourcing; inter-agency connectivity; common application solutions and information and communications technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools. With regard to the adoption of the International Public Sector Accounting Standards (IPSAS) by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) developing and maintaining IPSAS guidance, policies and training; (b) providing access to information on IPSAS implementation, including information on adoption progress and issues, through website, e-mail, reports, and meetings; and (c) supporting input into and understanding of IPSAS developments through monitoring of developments, development of submissions on draft Standards, attendance at IPSAS Board meetings, and timely provision of information on IPSAS developments to organizations.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
61/260	Programme of work of the Joint Inspection Unit for 2007
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolution and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
62/277 and 63/311	System-wide coherence